

Tuesday June 21, 2022
NCECA Executive Committee
Hilton Cincinnati Netherland Plaza/zoom

In attendance: NCECA Board members Rhonda Willers (President), Pete Pinnell, MaPó Kinnord, Chanda Zea, Rick Rogers, ex officio board member Shoji Satake, NCECA Staff; Tammy Lynn, Edith Garcia, MeLisa Zackery, Executive Director Josh Green and Financial Manager Helen Anderson

Virtual attendees: Ife Williams, Heidi McKenzie

Absent: Alex Hibbitt, Brett Binford

4.00pm EST meeting called to order by NCECA President Rhonda Willers
A quorum is present.

Welcome (Rhonda)

Executive Director updates. (Josh)

Edith Garcia has transitioned into her new staff role in communications this week. Programming and Exhibitions applications have been going well. Thanks to Chanda for her hard work. Info sessions for applications will be expanded. The budget continues to evolve as more information comes in from the regional committee. Josh has been having conversations with representatives of the National K-12 Ceramic Exhibition Foundation about the future possibilities for the exhibition and NCECA. Working with Edith, NCECA is looking to transition its current website built on the Wordpress platform to one based on Squarespace. The current NCECA site includes some now outdated code and features, which contribute to bloat and instability. This transition will provide a leaner and more stable site. There was discussion of the financial implications of this website transition. NCECA will continue with Membersuite as the Association Membership System for many of its core functions. For the time being, true real time integration between the Squarespace and Membersuite platforms may be limited.

Current Financials & Budget. (Helen, Josh, Rick)

New graphs included in the budget help to illustrate the major trends and concerns over time. The effect of the Covid-19 pandemic on NCECA's financial performance has resulted in earned revenue losses and disappointing valuation decline in the investment portfolio. The expense of the hybrid conference exacerbated the losses posted. Josh suggests the board review conference registration - what is included and what should be add ons, with the aim of producing a more sustainable conference going forward. There will be some hard decisions to make. There is a definite need to diversify income streams, with the conference as the major revenue stream currently.

Although the losses are large this year, Rick feels that the organization is on a solid footing to operate for the next few years carefully managed, and if we get back to pre-pandemic level of earned revenue, there will be enough cash to rebuild the investments.

The proceeds of two structured notes were transitioned into the checking account to help cover operating costs going forward.

A shift to a green membership could help to support a move towards environmental sustainability as well as make economic sense for NCECA for example, by reducing print, shipping, mailing and storage costs associated with a larger print run of the journal. The board had been reticent in the past to shift the journal to a fully digital version for a number of reasons, but it makes sense now, and professional digital-only journals are more widely accepted. The program guide and posters could also be print-on-demand. Discussion ensued about the conference app and functionality.

Helen thanked everyone who worked on the budget and led the committee through the preliminary budget. (Greater detail on the budget is included in the full board meeting minutes). Printing costs are a major outlay. A few major takeaways are that operating revenues have been on a steady decline over the last 5 years, and the net gain/loss tends to track on the same trajectory as the investment portfolio (unrealized) gain/loss. Generally, the investment portfolio has been supporting the organization's financial health over the last few difficult years, since the beginning of the pandemic.

Helen and Josh are recommending a 10% increase in conference registration prices. There has not been an increase for several years and NCECA's costs have increased considerably. In their research, they find that people are willing to pay more.

In relationship to conference costs, Josh has been able to negotiate a 25% discount with CMI going forward by signing a four-year contract.

We may need to have a budget variance in the exhibition budget, as NCECA will be covering the cost of return shipping for the Multicultural Fellows Exhibition this year and we will not know those costs until later.

In marketing and development there is \$8000 budgeted for an assistant to help with development.

The committee discussed the recommendation to keep international residencies on pause for the coming cycle due to continued covid uncertainty and rising costs of travel and to shift \$4000 of that budget to fund the two new fellowships this year: The Environmental Sustainability Fellowship and The Youth Educators Seed Fellowship.

The committee discussed how to encourage more registration at the conference. Heidi suggested that concurrent virtual programming may distract from in person conference programming.

Governance (Rhonda)

A discussion began 2 years ago about the makeup of the Executive Committee. The EC needs to be nimble and is not currently. The EC has not been meeting recently as the board has met more frequently through covid than in previous years. Any change to the EC requires changing the bylaws. Colorado non-profit law and Robert's rules are not prescriptive in which board members must be on the EC. Rhonda led the group through a discussion facilitated by a jamboard about the makeup of the EC. There has been earlier discussion about having the Executive Director, President, Treasurer, Secretary and 2 rotating board members (elected by the full board). The EC feels that the Governance, Advocacy and Policy director should also be

on the EC. There was discussion of the historical role and meeting schedule of the EC. Ife suggests that the purpose of an EC meeting could be a place to discuss sensitive topics before sharing with the full board. There was extensive discussion on this topic, including committee make-up, schedule, responsibilities and powers. Ife stated that an executive committee should not make policies but should be able to make decisions in emergency situations where the board is not able to come together, (this is mirrored in NCECA's bylaws). The EC may also make recommendations to the full board, for example about a budget. The board asked if the EC needs to meet the day before the board meeting.

How do we make sure all board members are equally informed and prepared for urgent decision making? The consensus of the group is to clarify the charge and shrink the Executive Committee. Josh suggested that the secretary does not need to be part of the Executive committee, and if they are not who is responsible for keeping minutes? Traditionally, the secretary role is to be the record keeper of the organization. The group discussed various options for making up the committee.

Discussion also turned to the finance committee makeup and charge. The guide to the board requires updating to support policy change and clarification.

The committee will bring this to the full board on Friday for further discussion. Follow up will require bylaw changes.

7.00pm EST, Meeting adjourned by NCECA president Rhonda Willers

6:00pm-6:15pm: arrival at [Weston Art Gallery](#) for non EC members.



BOARD OF DIRECTORS SPRING MEETING MINUTES

Wednesday June 22, 2022
Full NCECA Board
Hilton Cincinnati Netherland Plaza/zoom

In attendance: NCECA Board members Rhonda Willers (President), Pete Pinnell, MaPó Kinnord, Chanda Zea, PJ Anderson, Dina Perlasca, Jeff Vick, Rick Rogers, Pam Kravetz, Cal Cullen, ex officio board members Shoji Satake, Adam Chau, NCECA Staff; Dori Nielsen, Tammy Lynn, Edith Garcia, Executive Director Josh Green, Financial Manager Helen Anderson,

Virtual attendees: Alex Hibbitt, Michelle Castro, Ife Williams

Absent: Jen Gordon, Heidi McKenzie, Simon Levin, Brett Binford

9.08 am EST meeting called to order by NCECA President Rhonda Willers
A quorum is present.

Welcome (Rhonda, Pam, Cal)

Rhonda welcomed the board and shared reminders.

Pam and Cal welcomed everyone to Cincinnati- and introduced Wednesday and Thursday evening's events in the city.

Consent Agenda

The board approved the consent agenda. (Board reports March – June for board and October – June for staff), March 21st Business and open board meeting minutes and May 17th Board meeting minutes

Conflict of Interest Forms (Rick)

A reminder to the board to fill in new conflict of interest forms as required by law in a timely fashion for the auditor (July/August). These forms have been updated to clarify some issues.

Financial Reviews and Budget Review and Approval (Helen, Josh, Rick)

Rick gave the board an overview of NCECA's current financial standing and information from the finance committee meeting on April 28th. In that meeting Catherine Coleman shared that the fund performance was down around 6.5 %. He advised the board that NCECA was in good shape financially, even given the financial markets and loss of revenue, but the organization must be vigilant. Since the finance meeting, fund performance is now down about 20%. The rest of the investments are solid and there is plenty of cushion for the organization to continue operations. In the financial results for operations, there is a projected loss of \$800,000 dollars, \$632,000 revenue from the Sacramento, NCECA has a deficit of over \$1,000,000, and our assets declined about 20%. In the near term, NCECA has cashed out some matured structured notes this year to cover the operating budget.

New signature cards have been made for Rhonda and Rick so that if Josh or Helen are incapacitated then Rhonda and Rick have the possibility to sign financial docs and make decisions in their stead.

Graphics in the budget show how Covid interrupted trailing recent financial success, which had been improving in the last 5-7 years, then dropped to under a million dollars in 2022. Expenses dropped in some areas due to lack of a physical conference in 2021, but the 2022 Hybrid conference was very expensive. Net revenue is in negative results this year.

Net assets, which had been growing since Josh joined NCECA, dropped to just over \$3,000,000, which is still significantly higher than the beginning of Josh's tenure as Executive Director. Even with this decline, the organization has a comfortable level of assets to keep operating and if we can continue to hold in person conferences and increase revenue streams, NCECA will continue to increase overall revenues. we will be able to grow revenue. The market is volatile and unpredictable right now, but long-term markets tend to go up 8-10% a year.

Rhonda reminded the board that it is good to understand that the NCECA portfolio is in an active market but that structured notes are conservative and have a guaranteed minimum. Both losses and gains are buffered by pre-set caps and the investments have performed well for NCECA when held until maturity.

Preliminary budget (Helen)

Helen, MeLisa, Josh, Rhonda, and Dori have comprehensively combed through the budget.

Helen led the board through the budget, highlighting areas of concern and informing the board

that the preliminary budget for 2023 is derived from averaging the combination of the Minneapolis and 2022 conferences, instead of the usual 4 year rolling average. In looking at revenue, Rhonda emphasized that NCECA's reliance on conference is over half its revenue stream which is why we are in our current financial situation.

A gain/loss graph shows that operating revenues experienced declines even during pre-pandemic years when conference registration was robust. Through 2020, earnings in the portfolio had made important contributions to NCECA's year-end performance. Volatility and decline in the market have more adversely affected NCECA through 2021 and 2022. Josh will share thoughts with the board about changes we can make to start new revenue streams.

The board briefly discussed the publications budget, and the journal, which is the largest cost in this area. Shifting the journal to an on demand or digital version for standard conference registration, with the option for members to request a print copy at extra cost would also support the goal of a more environmentally sustainable conference. Conference posters could also potentially be print on demand. The Green Task Force can also potentially be a source for ideas and innovation on conference sustainability.

Projected membership revenue for the preliminary budget is at \$209,000. This is calculated with a 2-year running average. Helen took 2022 and added 25%, this amount is still around 25% below normal membership numbers.

Program General is around 37% of expenses. This includes salaries, benefits, contract labor, subscriptions and dues, etc. (Higher Logic for example)

Josh pointed out that NCECA has had the International Residencies on pause for the last 2 years due to travel and operating restrictions cascading from the Covid-19 pandemic. These will remain on pause for 2023, as international travel is still complicated and the cost has been so impacted by inflation, reduced flights capacity and stories of quarantine experiences. These funds could be reassigned this year to fund the two new fellowships.

Action Item – Review International Fellowships (Simon & Michelle)

While overviewing the board expense budget, Rhonda informed the board that the Fall Board meeting will be held virtually. This will allow for savings in travel and accommodation costs, which have been rising recently. A small group of board members will travel to the 2024 conference site to meet with the Onsite committee and build community and connection at some other time in the fall. She also asked board members to consider covering their own costs to travel to board meetings, if they have the means. In the same vein she reminded the board that NCECA is a 100% giving board. Each board member gives within their means, but full participation is a benefit when writing grants and fundraising.

As Helen worked through the budget summary, she pointed out that the organization will need to keep in mind that we need to shrink how much deficit we approve each year. The current amount of deficit suggests we need to increase conference fees by 10%. NCECA has not made pricing increases since 2015. Inflation has doubled the cost of the conference.

Helen reminded the board to get all their reimbursements and expenses to her ASAP as June 30th is the end of the fiscal year and the audit will begin in August

The Board unanimously passed the **motion: To approve the 2022-2023 budget as presented on June 22, 2022.**

(Moved by Pete, Seconded by Rick, 12 votes in favor)

Simon joined the meeting

Conference content discussion. (Rhonda)

Rhonda led the board in a brainstorming process using Jamboard

a. Reform receptions held during the conference.

NCECA holds different receptions typically, for honors and awards, expo, etc. It has been suggested to combine them all to a Wednesday evening reception. This may be advantageous for time and budgetary reasons. Considerations - concerns about scheduling and reimbursing awardees and honorees who currently only get one night of hotel reimbursements – and would have to come early in this case. On the other hand, a combined reception would bring all the groups together to meet each other. Would there be impact on other events? The expo opening has a closed and open session. It is sometimes not clear that there is a closed portion and there have been issues every year.

Action Item: rethink expo opening? (Josh)

b. 50 Friends Gathering

50 friends gathering – This hasn't been done in recent years. The intent was to have a group of thought leaders come together over lunch and work through some ideas. The board brainstormed the function of the event and how it might evolve.

c. Dance

There was discussion through Jamboard about the traditional dance event in relation to the storytelling event debuted this year. The continuing uncertainty about covid is still a factor. Both the dance and storytelling have been well received. Discussion will continue.

Action item: Dance and or storytelling event for 2023 conference.

Programming (Chanda)

Breaking out into small groups, board members discussed programming proposals and reviewed their individual scoring. Proposals were sorted into tiers during the lunch break.

Noon - 1:00pm: Lunch

Programming (Chanda)

Motion to move to executive session, moved by Chanda, seconded by Rick

The full board reviewed the programming proposals and discussed proposals that were in question. The programming rubric echoing NCECA's Mission, Vision and Goals was built to support and demystify the programming process and was available to applicants on the website.

Rhonda welcomed and introduced Angelique Scott, as a special appointee and onsite with Jeff.

Heidi McKenzie and Jen Gordon joined the meeting

Motion to move out of executive session, moved by Chanda, seconded by Rick.

The Programs Director, Executive Director, and Conference Management Staff will begin preparing agreements and solidifying the program (with the understanding that they may make changes as necessary in response to presenter decisions.) Chanda drew the board's attention to a jamboard where they could make comments and reflections on the programming selection process.

Programming (Chanda)

Headliners, Keynote Speaker, Randall Session, Closing Speaker, Demonstrating Artists, Dance Band

Chanda introduced the names gathered by the public keynote and headliner forms. We should also be looking to identify names for the 2023 and 2024 conferences. Amongst the discussion topics was whether speakers, or their content should be tied to the conference region. Chanda asked the board to add to the jamboard overnight.

Cincinnati evening events

Pam and Cal filled the board and staff in on the evening's social events.

5:00pm-6:00pm: [Rookwood Pottery](#) tour and social time

Thursday June 23, 2022

Full NCECA Board

Hilton Cincinnati Netherland Plaza/zoom

In attendance: NCECA Board members Rhonda Willers (President), MaPó Kinnord, Chanda Zea, PJ Anderson, Dina Perlasca, Michelle Castro, Jeff Vick, Rick Rogers, Pete Pinnell, Pam Kravetz, Cal Cullen, Ex Officio Board Members Shoji Satake, Adam Chau, Angelique Scott, NCECA staff; Dori Nielsen, Tammy Lynn, Edith Garcia MeLisa Zackery, Executive Director Josh Green.

On Zoom: Alex Hibbitt, Jen Gordon, Simon Levin, Ife Williams, Heidi McKenzie.

Absent: Brett Binford

9:04 am EST meeting called to order by NCECA President Rhonda Willers
A quorum is present.

Headliners for 2023 & 2024 conference. (Chanda)

The board entered executive session, moved by Rick, seconded by Chanda

In order to finalize a ranked list of potential headliners for each category, the board used jamboard to collect and discuss suggestions. Edith suggested framing a topic for the keynotes. Josh reminded the board that a roundtable discussion, such as has been programmed in past conferences the morning after a keynote can increase audience participation in discussion.

The board moved out of executive session. Moved by Rick, seconded by Chanda.

Fellowships: (Alex, Rhonda, Josh)

1. New Fellowships (Alex)

Alex presented two new fellowships to the board for approval. These fellowships will be funded at \$2000 each and will be proposal based. They fill important holes in NCECA's fellowship offerings and will support the continued evolution and sustainability of the ceramic field. This year the awards will be funded from the International Residencies budget (as discussed during the budget overview and vote). Work to secure funding for these fellowships for the coming years will continue.

The Board unanimously approved the **Motion: Establish A Youth Education Fellowship and empower the ad hoc Fellowship committee to finalize the call and application process.** (Moved by Alex, seconded by Jen, 13 votes in favor)

The NCECA Green Task Force drafted the environmental sustainability fellowship and brought it to the board (Alex is GTF liaison). Fellowship awardees and their projects will be profiled on the new GTF website.

The Board unanimously approved the **Motion: Establish A Sustainability Fellowship and empower the ad hoc Fellowship committee to finalize the call and application process.** Moved by Alex, Seconded by Jen, 13 votes in favor)

b. Helene Zucker Seeman Fellowships Continuation: (Rhonda, Josh)

The Board unanimously passed the **Motion: Continuation of the Helene Zucker Seeman Fellowships for 4 years or until the fund is depleted.** (Moved by Chanda, Seconded by Jen 11 in favor).

At present the fund's balance is \$20,636. If we continue awarding the two fellowships at \$2,500, we can do so for another 4 years, assuming no additional monies are donated to the fund.

The two HZS Fellowships:

1. [Helene Zucker Seeman Curatorial, Research, and Critical Writing Fellowship for Women](#)
2. Helene Zucker Seeman Emerging Artist Fellowship, selected from accepted Emerging Artists for a female identifying artist.

When the friends of HZS established a fellowship through NCECA to honor women in the arts they agreed to raise enough money to fund at least 3 years of fellowships. The motion brought to the board at that time stipulated this was a 3-year pilot, so we must now pass a new motion.

Fall Board Meeting (Rhonda)

Virtual Full Board Meeting and focused group to travel for connections and community building. Rhonda led a jamboard to discuss options for a virtual fall board meeting. The board usually works on building community relationships in the conference city during this meeting. Pete suggested that the Executive Committee need not meet before the full board meeting, and that the meeting agenda can be worked on prior to the meeting through zoom. The full virtual board meeting could be one day a week for three weeks depending on the agenda, allowing for group work in between meeting days. We must set dates as soon as possible

We have passed the budget with a virtual fall board meeting in mind, while sending a smaller group to the conference city who will be focused on community connections. Rick suggested forming a conference committee to do this work. This group could help future onsite liaisons with how to develop their jobs. Chanda stated it is important to determine which board and staff member roles are needed and book their travel asap. Would it be the same group traveling to the conference city for fall of 2023? She also suggested that staff be on the committee for continuity.

12:00pm - 1:30pm: Lunch

Josh Introduced Marco Biddle – his assistant during the conference for the past 7/8 years

K-12 Foundation & Exhibition Moving Forward (Josh)

The board moved into executive session, moved by Pete, seconded by MaPó.

Josh outlined the history of the K-12 exhibition and Foundation and shared some discussions between himself and some of the leadership at the K-12 Foundation around the future of the exhibition and foundation.

Rhonda created a Task Force of three NCECA representatives to meet with a like-sized group from the National K-12 Ceramic Exhibition Foundation to consider the future evolution of the exhibition and its operation.

Action item: create K-12 task force

The board left executive session, moved by Chanda, seconded by Rick.

Bus Tours & Shuttles (Tammy, Josh, MeLisa, Pam, Cal)

Tammy shared details from the last 4 years of bus ticket purchase history and 2022 ticket sales shortfall. While working with these tour companies for several years, we have not had a clearly documented contractual obligation with them, and it has been their responsibility to market the tours themselves. This year there were a huge number of problems with the routes and they were drastically undersold. MeLisa is working on identifying different vendors who can offer a better service. It was suggested that NCECA needs to prioritize NCECA exhibitions and cut down on bus routes or reevaluate the need for them completely.

Cincinnati evening events

Pam and Cal filled the board and staff in on the evening's social events.

This included community-based events at Imagination Alley, where the board will meet the onsite team as well as the public at a "Come Clay with Us" event for families and all ages. Come Clay with Us events will continue all the way through to March at lots of different clay venues. Many organizations in Cincinnati have opened up some space to host ceramic events for NCECA, including the Art Museum, and many of the participating organizations will be represented at the events this evening.

Brainstorm for Revenue Streams (Rhonda, Rick, Helen)

A group of board members brainstormed revenue streams. Rick gave an overview of revenue streams for NCECA. The conference is the biggest form of revenue and has been the thrust of the organization historically. Rick told the board that it makes sense to think about ways to find different revenue streams through the conference as well as how we enhance the value of the conference to the membership. Also, what revenue streams could we find outside the conference itself. Can we reach out more internationally? Covid has made ceramics more popular with a whole new audience of folks, and discussion ensued about ways to support and encourage new communities of clay makers to join NCECA. There was discussion of chapters or regional ambassadors that could support outreach and connect folks. Connection can be digital. MaPó brought up the idea of a regional “community builder” who could be connected and connect to others on the NCECA website. Pete agreed that building membership is a priority and asked how we provide value to members who chose not to attend the conference. Online content such as NCECA’s Archive, conference content, curated member content could be available for members only or as paid content. Edith outlined some of the initiatives already underway, including merchandising and Higher Logic. Discussion continued around the question of greater diversity in NCECA’s revenue streams going forward for the continued health of the organization. The hiring of a staff member focused on development was also discussed and this is under consideration moving into next year’s budget. MaPó suggests a sponsor page on the website where members can pay the membership for someone who is not able to pay their own membership (similar to existing sponsorships apps). This could have global reach.

4.05 pm EST Meeting adjourned by NCECA President Rhonda Willers.

(3:00pm: [Duke Energy Convention Center](#) Walk Thru: Chanda, MeLisa, Dori, Tammy, Josh, Brett, Adam, PJ, Jen, Cal.)

5:10pm-7:20pm: Meet and greet with Cincinnati team, [Imagination Alley Ceramics](#) - [Come Clay with Us Event](#). 1317 Vine St.

Friday June 24,2022

Full NCECA Board

Hilton Cincinnati Netherland Plaza/zoom

In attendance: NCECA Board members Rhonda Willers (President), MaPó Kinnord, Chanda Zea, PJ Anderson, Dina Perlasca, Michelle Castro, Jeff Vick, Pete Pinnell, Pam Kravetz, Cal Cullen, Ex Officio Board Members Shoji Satake, Adam Chau, Angelique Scott, NCECA Staff Dori Nielsen, Tammy Lynn, Edith Garcia, MeLisa Zackery, Executive Director Josh Green,.

On Zoom: Heidi McKenzie, Alex Hibbitt, Ife Williams, Rick Rogers, Jen Gordon?

Absent: Simon Levin

9:04 am EST meeting called to order by NCECA President Rhonda Willers

A quorum is present.

Board Governance (Rhonda, Alex)

Motion to go into executive session, moved by Pete, seconded by Chanda.

a. Executive Committee Members (Rhonda)

The board discussed the make-up and role of the executive committee.

b. Communications Director Board Position (Rhonda)

Rhonda asked the board to consider the communications director role in light of the recent addition of a full time staff position in communications.

The board came out of executive session, moved by Pete, seconded by PJ.

c. Additional Committee Discussions: Programming, Exhibitions, Finance

The board unanimously passed the **Motion**: To appoint Kate Lydon as a Presidential Appointee for one year (July 1, 2022-July 1, 2023) with projects of: 1) Leading and creating an Onsite Conference Liaison Guide, 2) Collaborating with Exhibitions Director and Exhibitions Director Mentee to create a proposal to potentially travel NCECA exhibition(s). (Moved by Alex, Seconded by Jeff, 12 in favor.)

Rhonda introduced Kate Lydon's background to the board, and that she has been interested for some time in working further with NCECA. She has experience as an onsite liaison and would work with current onsite and Tammy to create an onsite liaison guide including clarification of the role of onsite liaisons and a pre-conference timeline. She would also work with the Exhibitions Director and Exhibitions Director Mentee to craft a proposal for traveling some NCECA exhibitions. Discussion ensued.

2024 Conference Theme (Jeff, Angelique)

The board used jamboard to work on the 2024 conference theme. Angelique and Jeff gave an overview of their suggestions and their focus on Richmond right now as a vibrant multicultural city that is looking towards the future. Discussion was dynamic as the board added suggestions and unpacked potential themes. Josh, Edith, Jeff and Angelique will continue to work together on finalizing the theme.

China Advocacy/Global Connection (Shoji)

The board moved into executive session, moved by Pete, seconded by Chanda

There was discussion around an opportunity for partnership based in China, that could increase NCECA's visibility in that country and promote more international exchange between the US and Chinese clay communities.

The board came out of executive session, moved by Pete, seconded by Chanda.

Collaborations and Engagement (Heidi, PJ, Michelle)

Using jamboard, the board gathered responses to the question: "*How do we create a roadmap to bring people of diverse backgrounds (BIPOC and underrepresented communities) into leadership and decision-making roles*". This is one of several questions that arose from the Collaborations and Engagement Committee's meet and greet gathering at the March

conference. Discussion followed and included how to make board service more transparent and accessible, as well as the incredible potential for leadership within NCECA's multicultural fellows cohort. The board will continue to discuss this and the other concerns raised at the fall board meeting.

Closing Reflections (Rhonda)

Rhonda thanked Pam and Cal for all their work with the events the previous night - these events were deeply connected with the Cincinnati community in a touching and inspiring way. The board thanked Dori for her incredible years of service for NCECA.

Thank you to Allyson for helping Chanda with the programming review, and for Chanda for all her hard work. Rhonda thanked the board and staff for their work and wished them safe and joyful travels. Everyone thanked Rhonda for her leadership.

12.10 pm Meeting adjourned by NCECA president Rhonda Willers